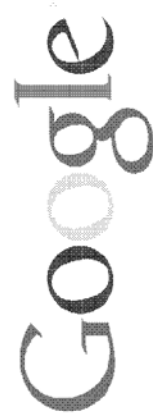


EXHIBIT 25
(REDACTED)



Compensation Overview

Understanding and Selling Google Compensation

Agenda

Google

- Introduction
- Google's Compensation Philosophy
- The Elements of New Hire Compensation
- Proposing New Hire Compensation
- How to Sell Compensation Packages to Candidates
- Questions

Introduction

Google

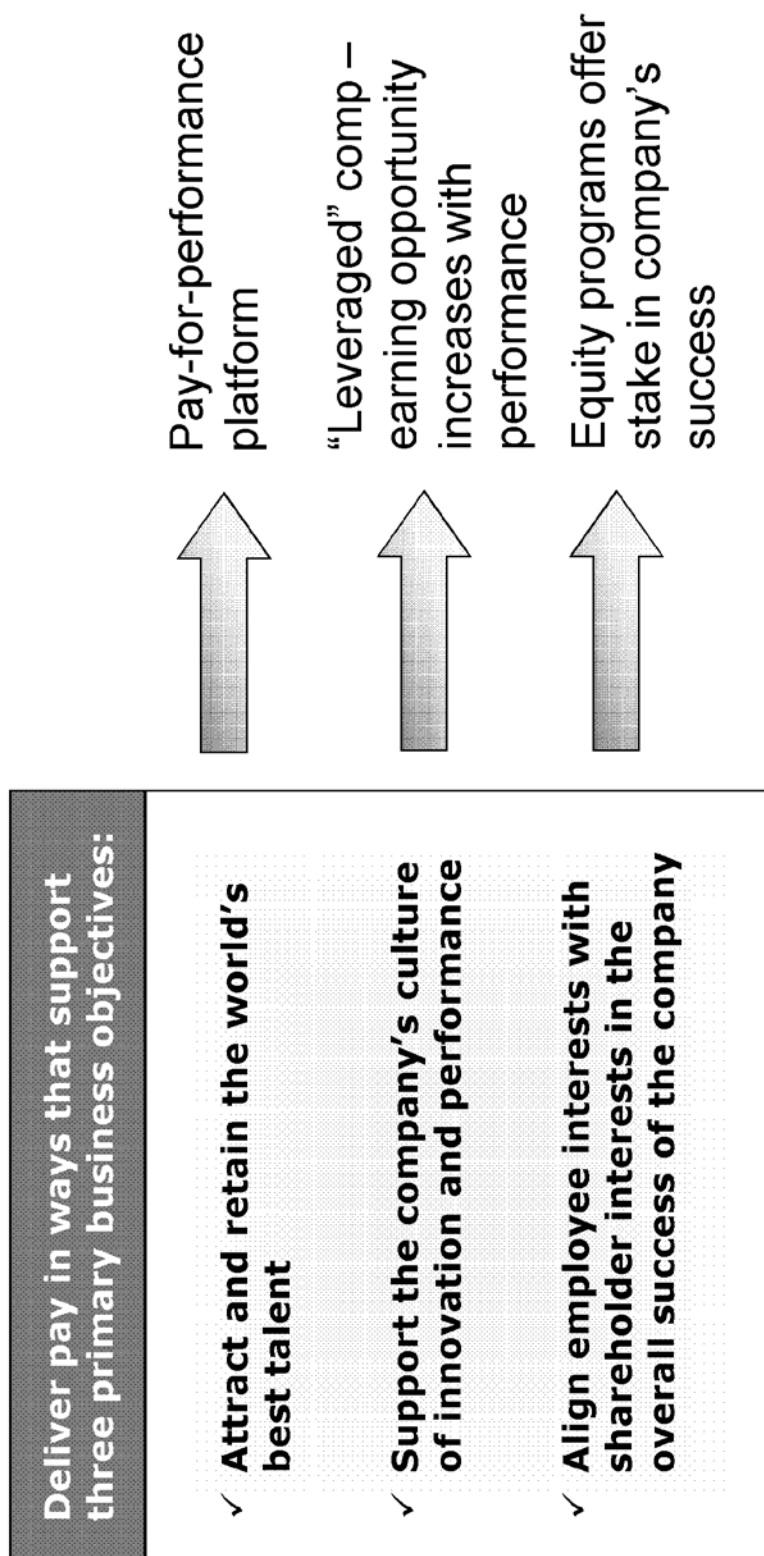
- The goal is to better understand:
 - Google's compensation philosophy and how it maps to proposed compensation for new hires
 - The elements of new hire compensation
 - The Compensation team's involvement in the hiring/offer review process
 - What compensation-related questions to ask candidates
 - How to sell compensation packages to candidates
 - Compensation tools

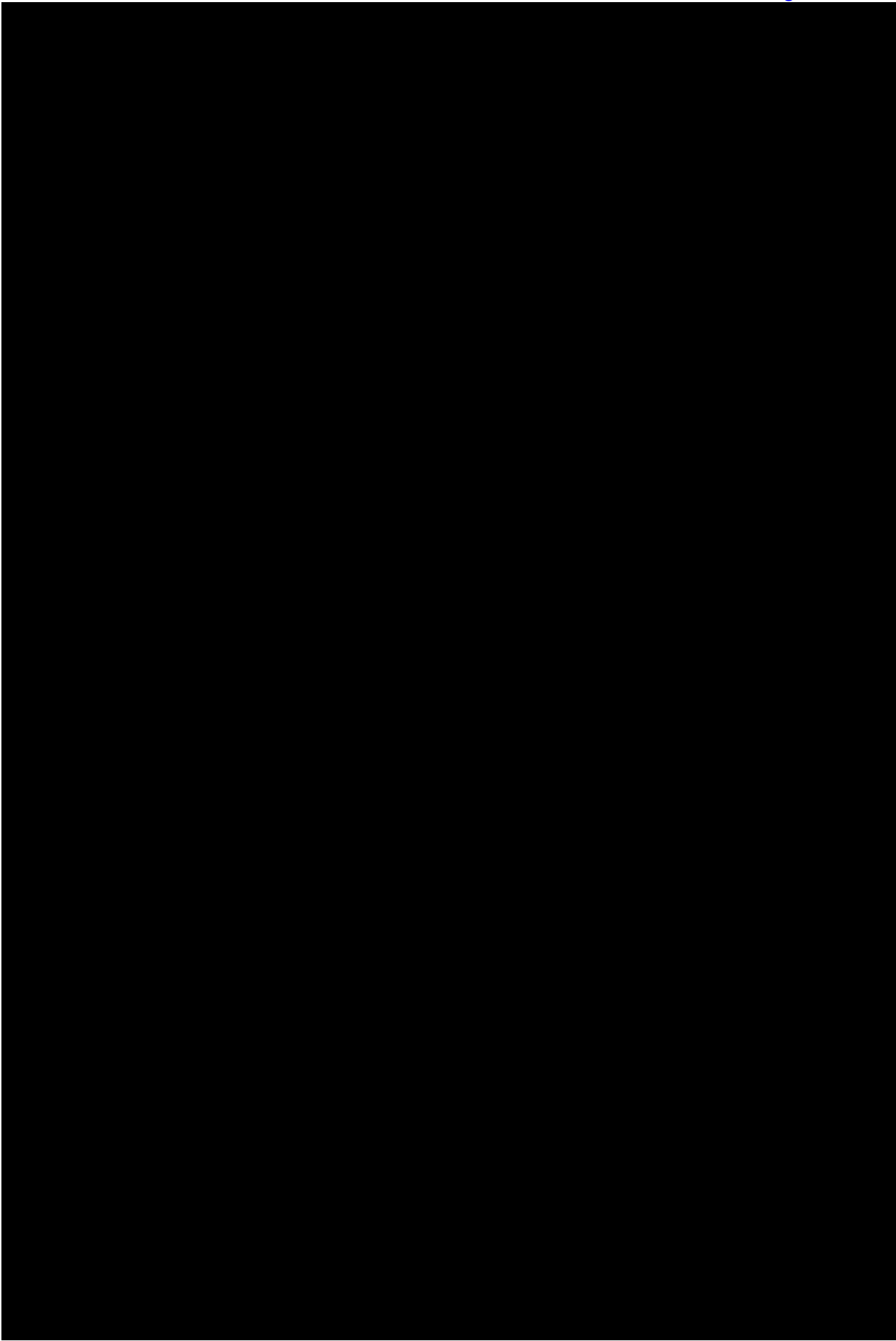
Google's Compensation Philosophy

Value Proposition, Leveraged Compensation

Google's Compensation Philosophy

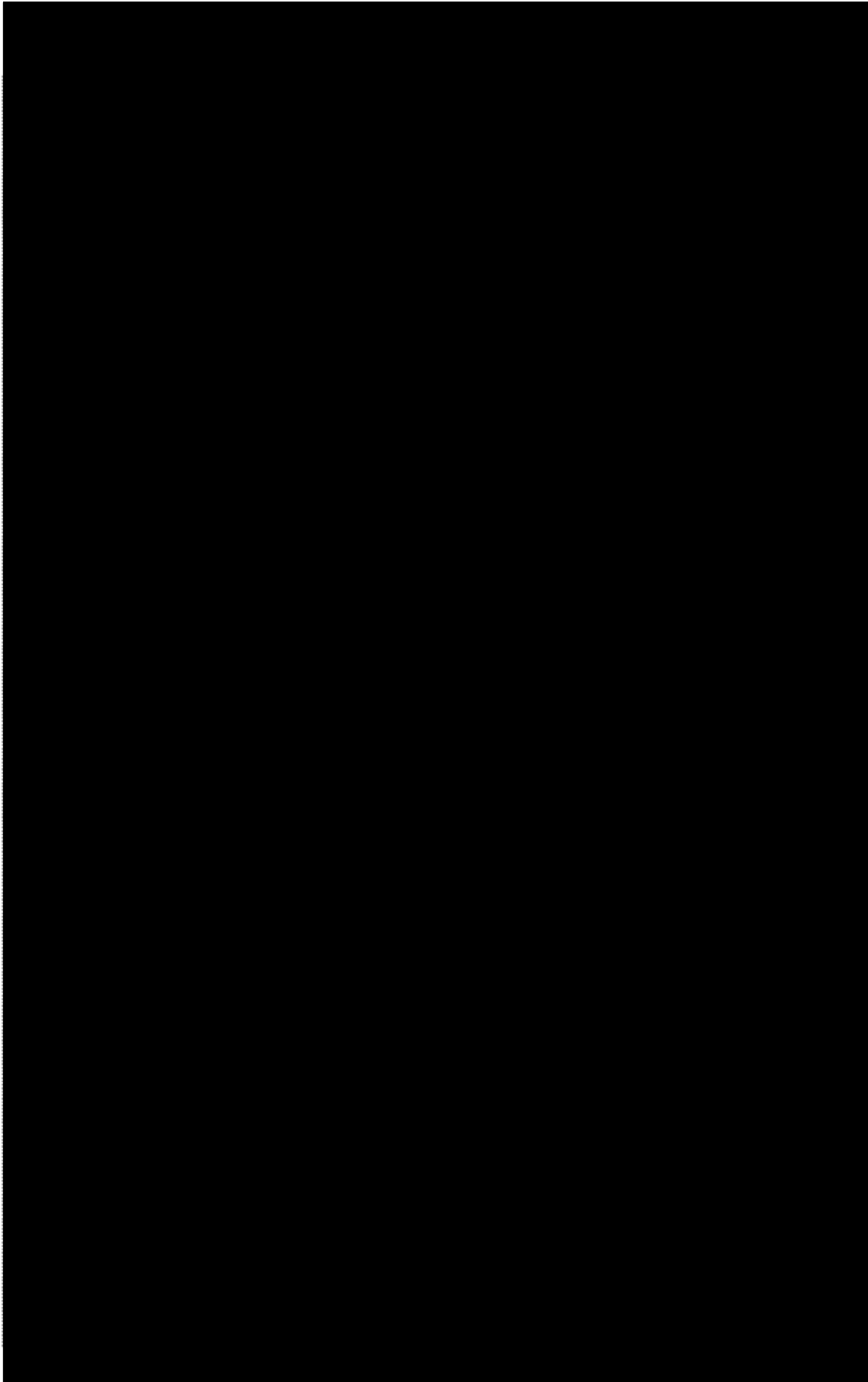
Google

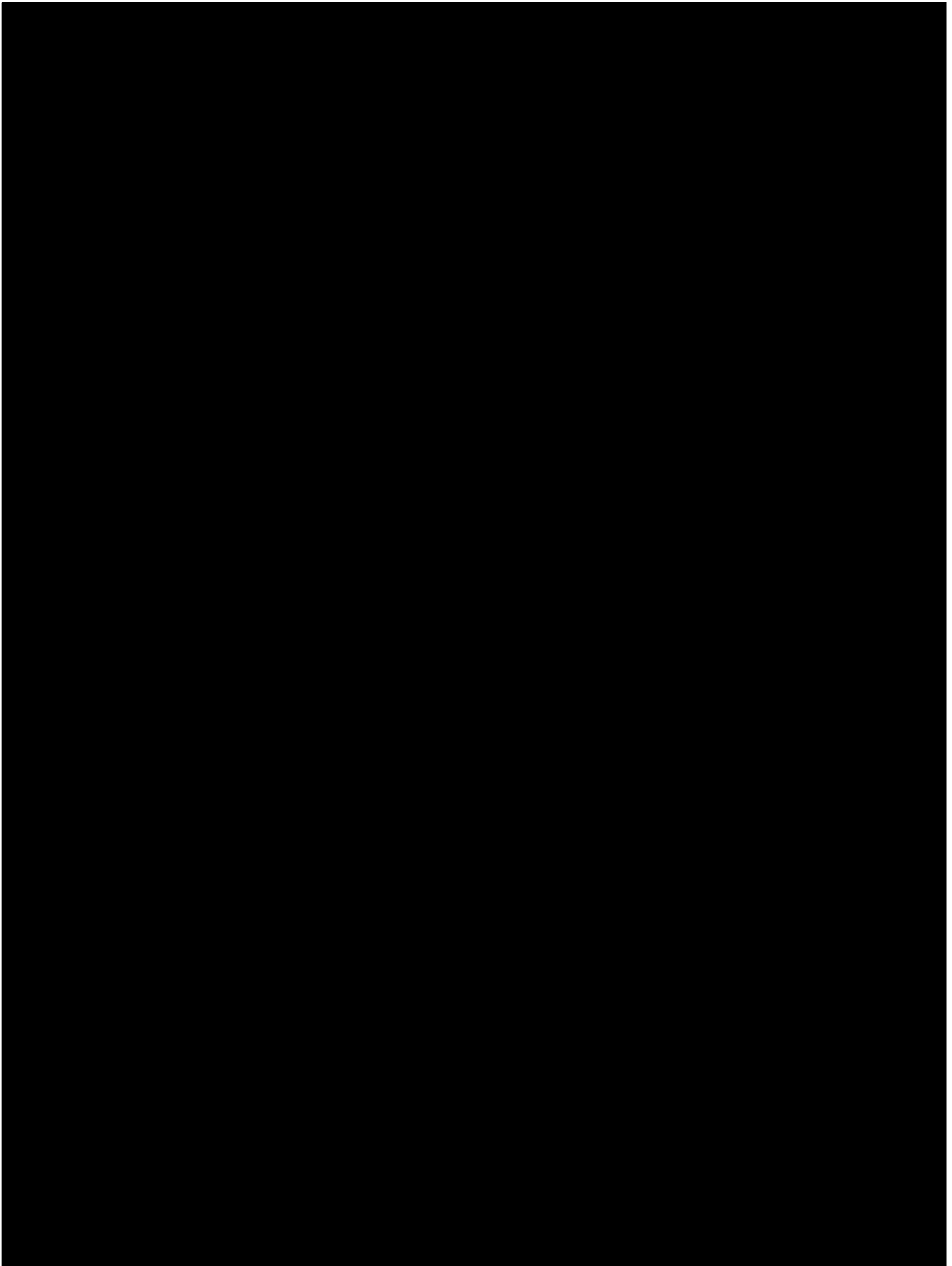




Evolution of Google's Pay Mix

Google





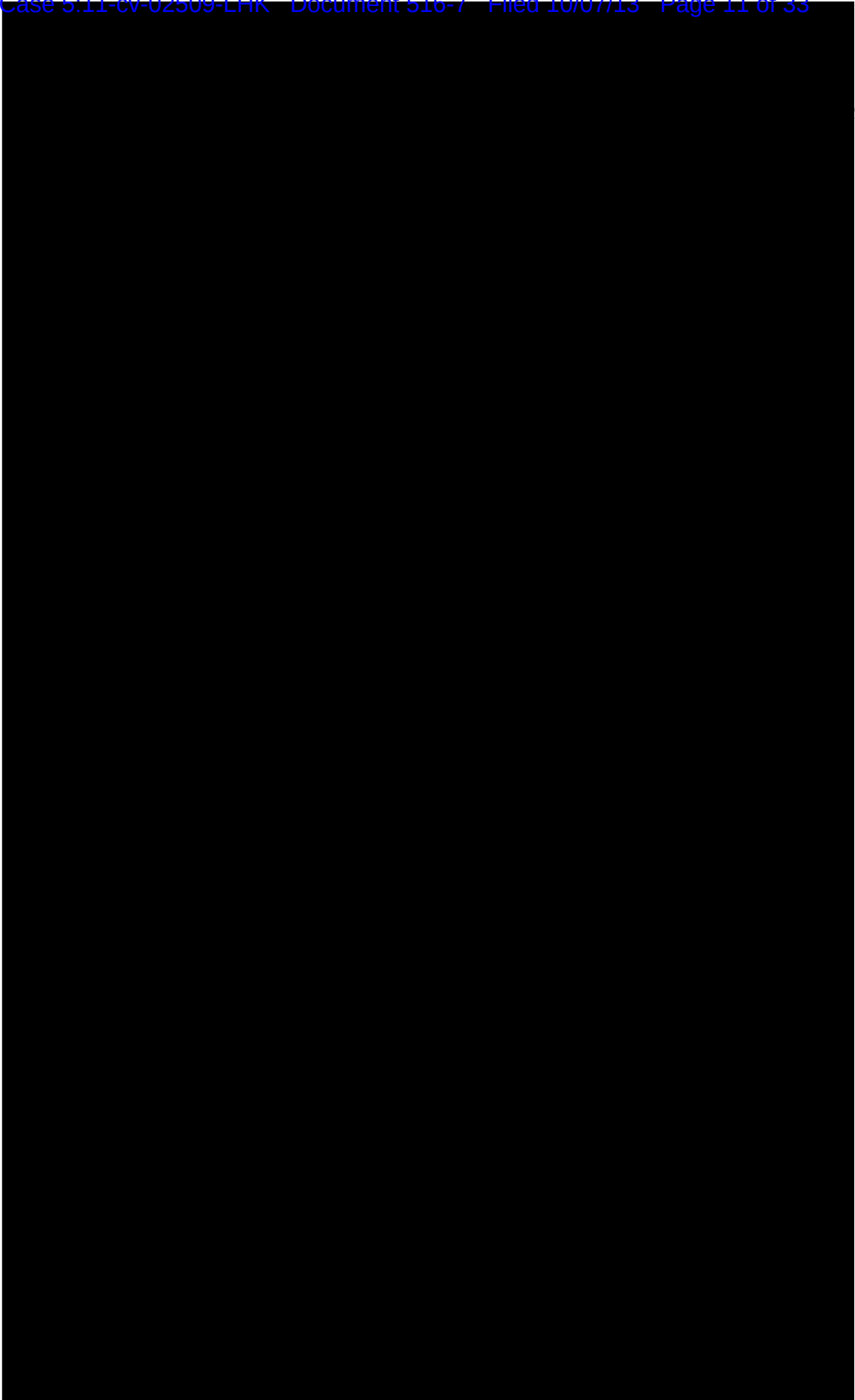
Elements of New Hire Compensation

Base, Bonus, Equity, Sign-on and Other Rewards

Google Confidential and Proprietary 9

Google

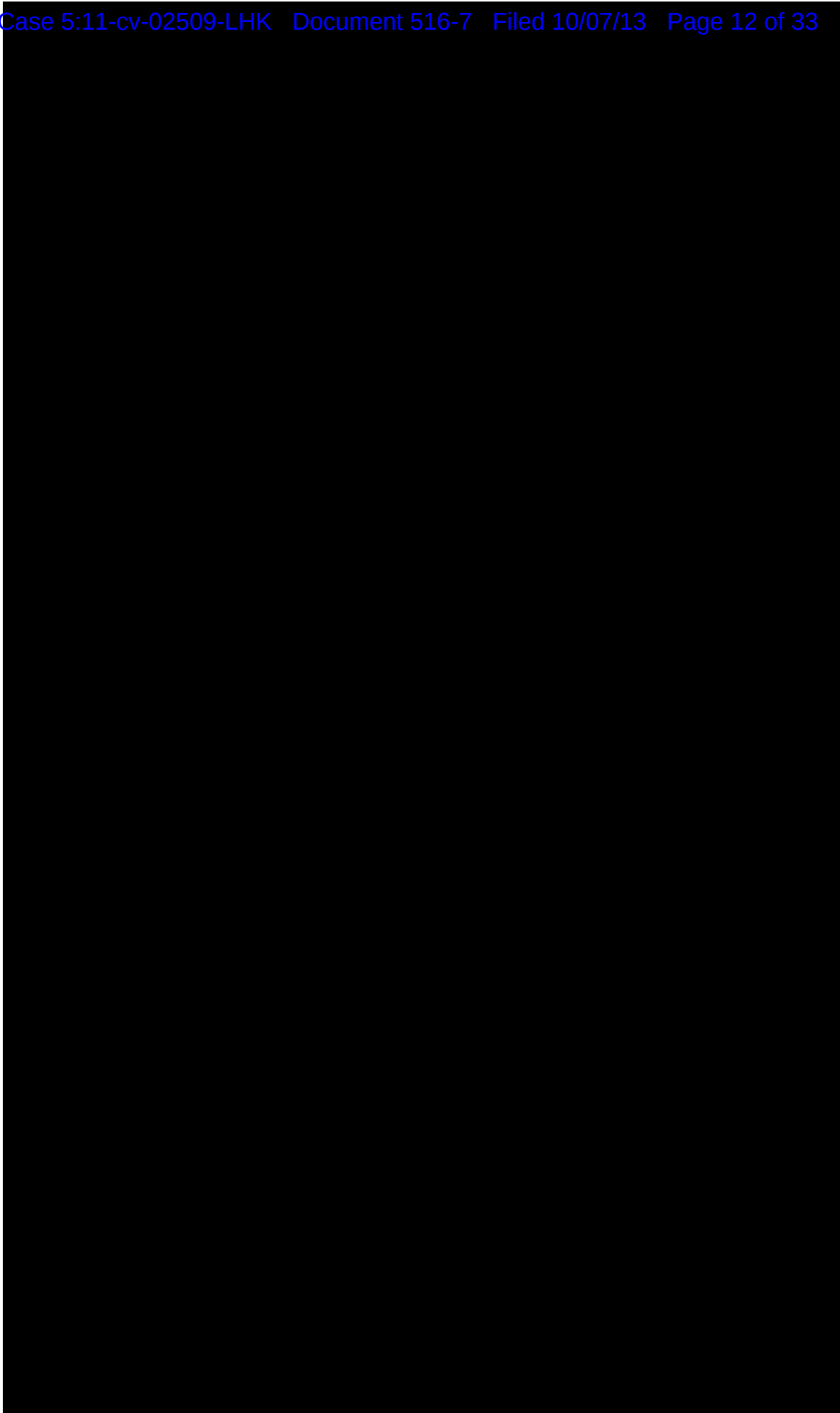
Base Pay



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Company Bonus Plan

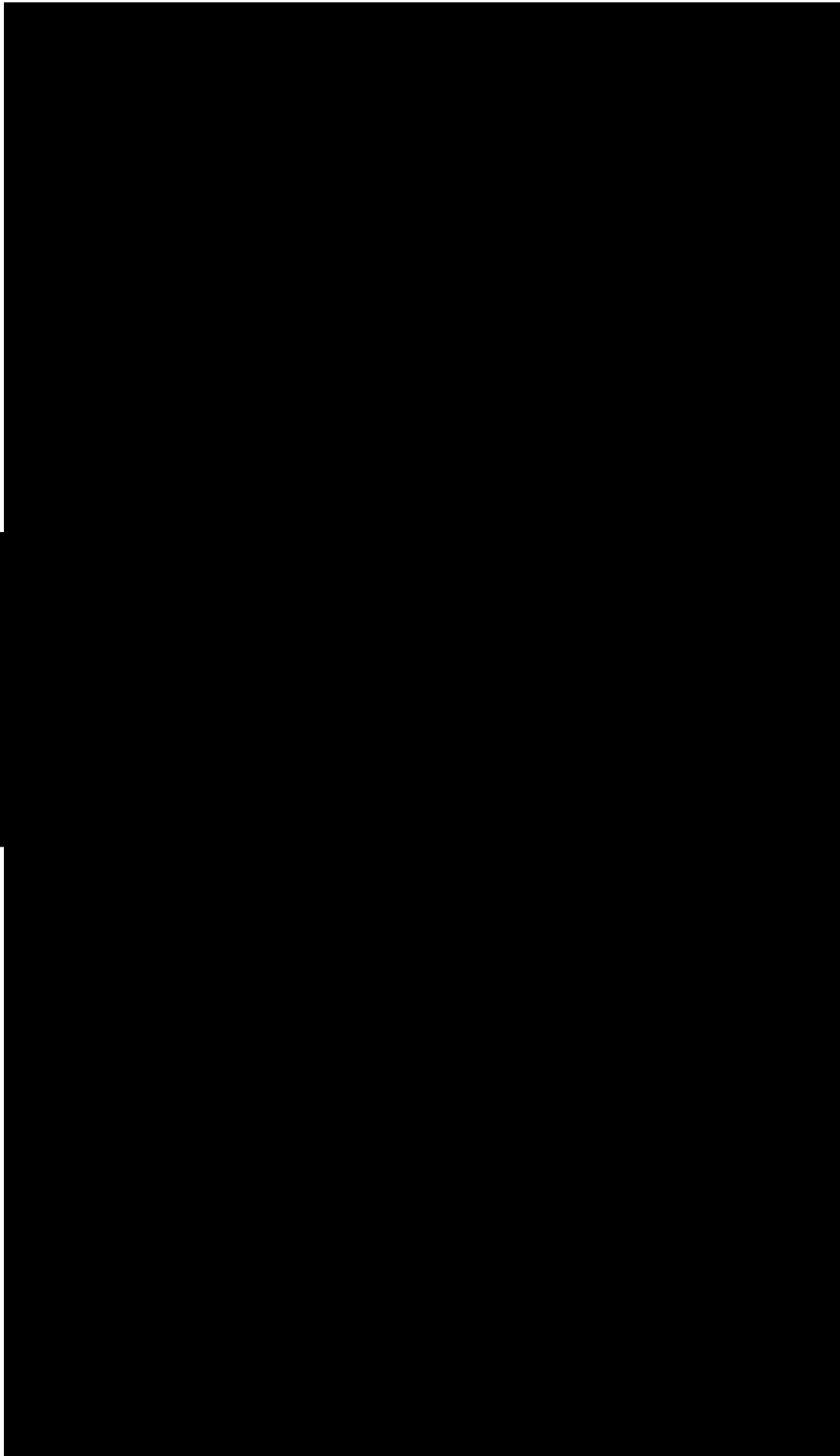
Google



Google



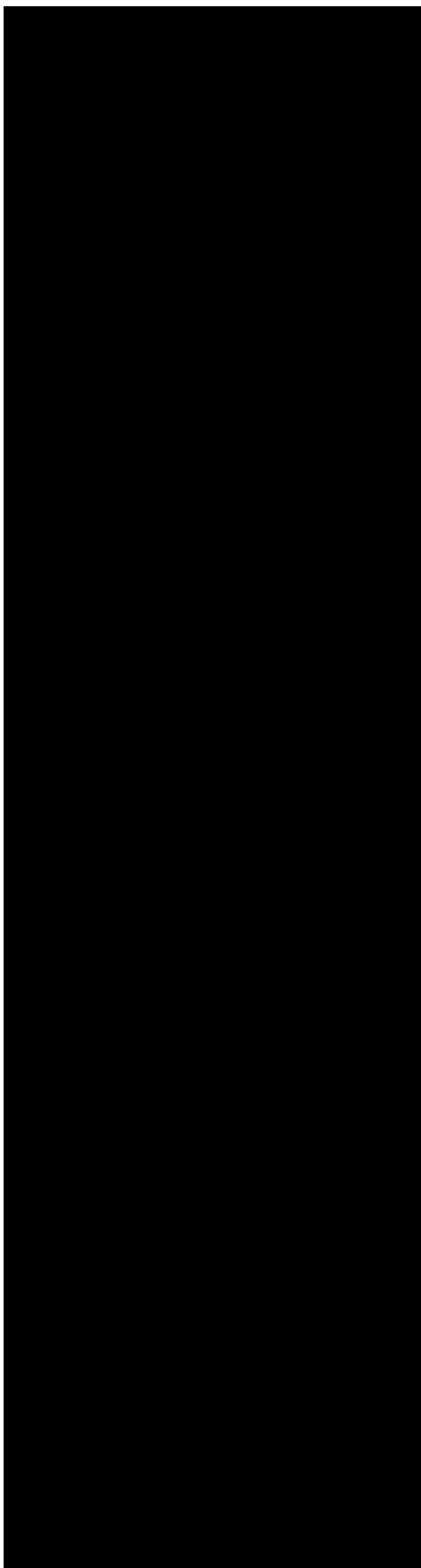
Company Bonus Plan



Google

Bonus Program Schedule and Payouts

Eligibility

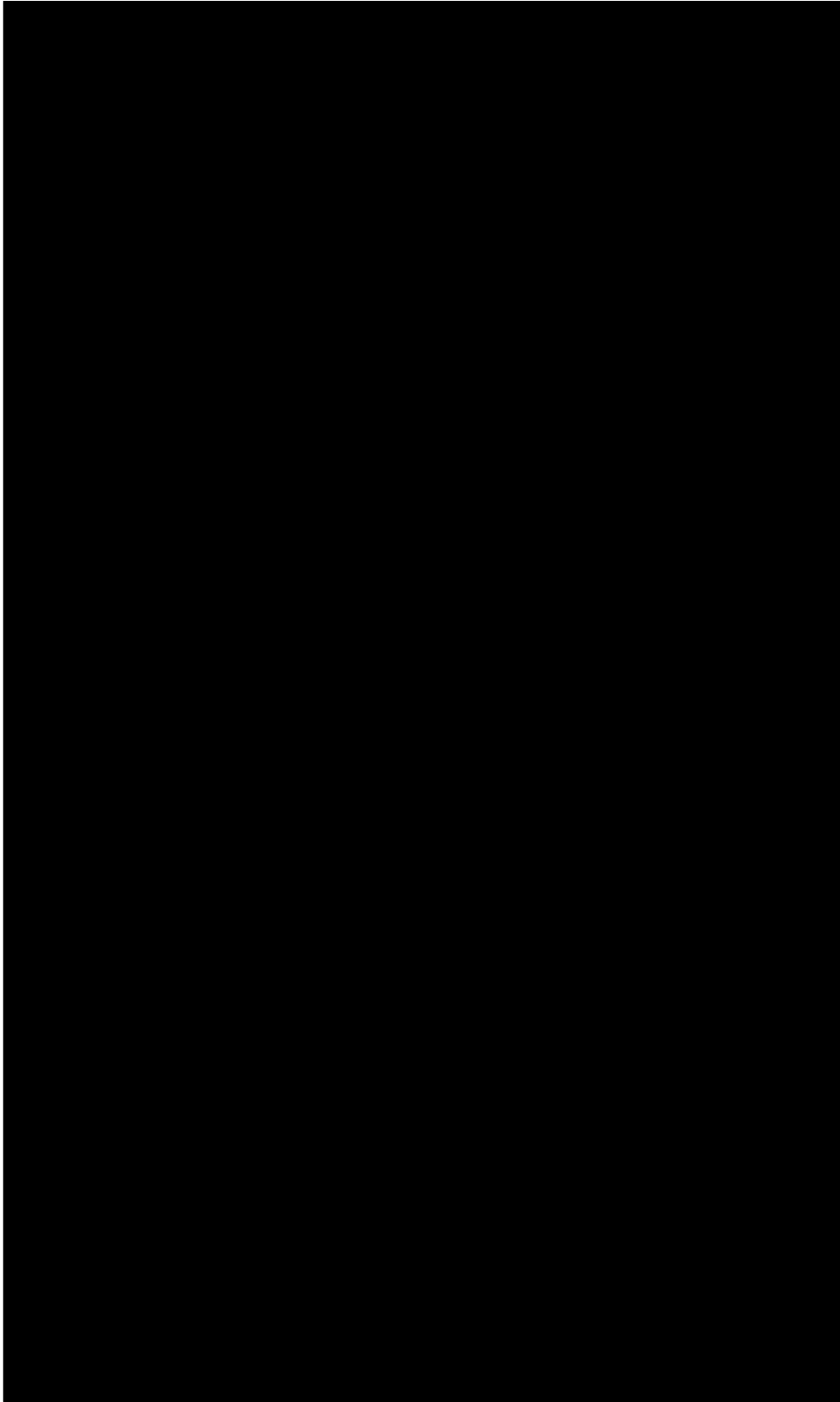


Payout



Sales Incentive Program

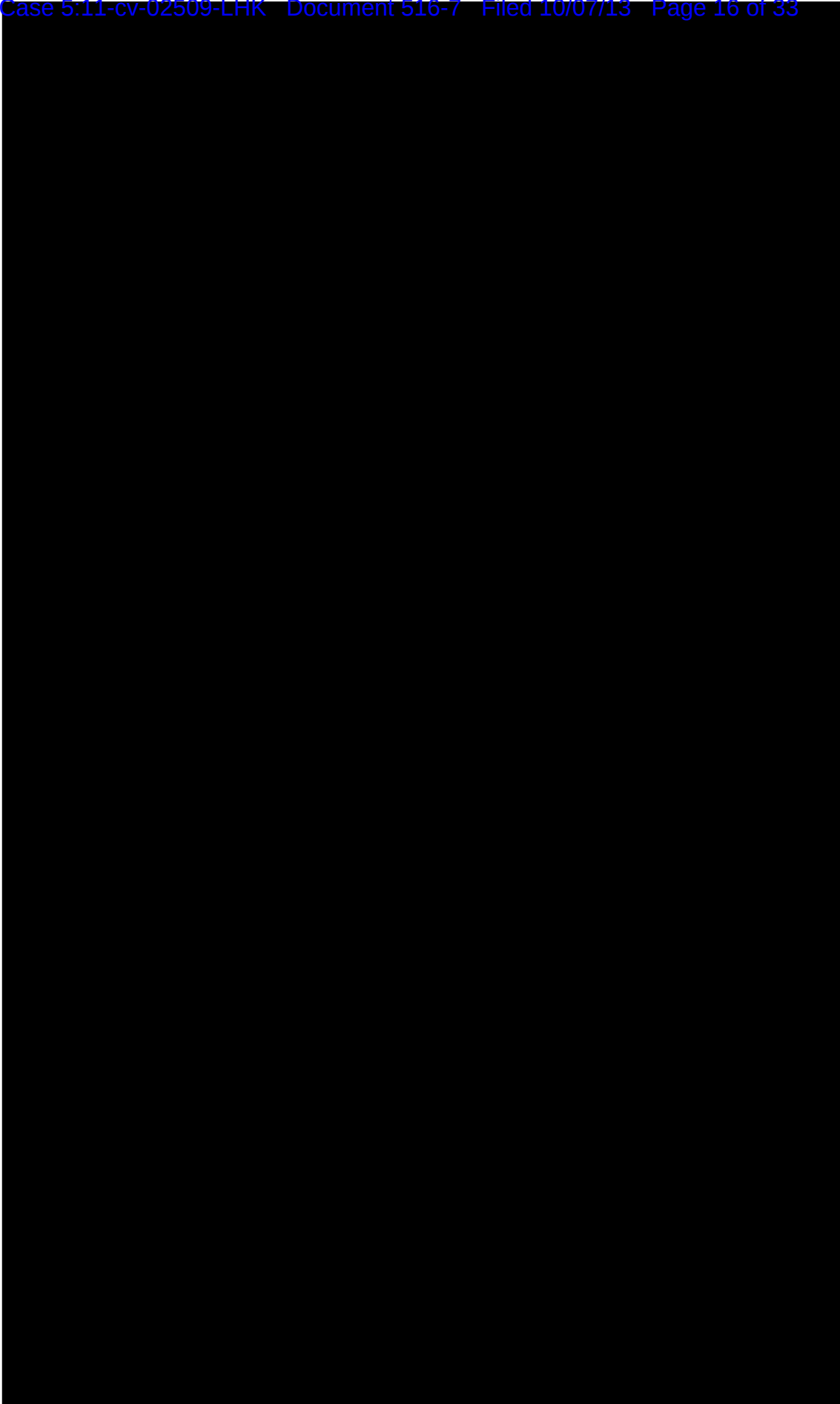
Google



(Percentages shown reflect percent of salary)

Google

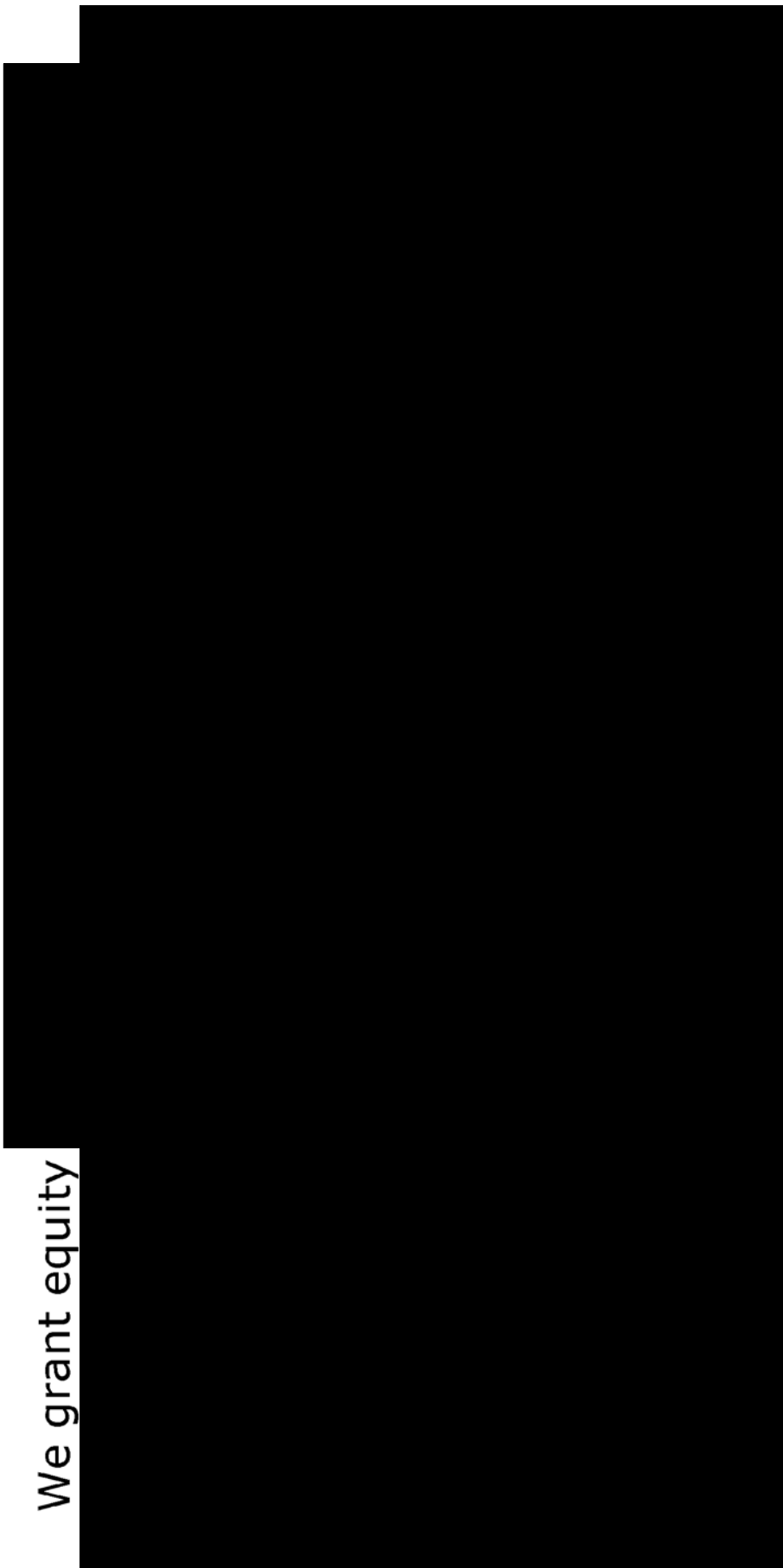
Sales Incentive Program



Equity Compensation

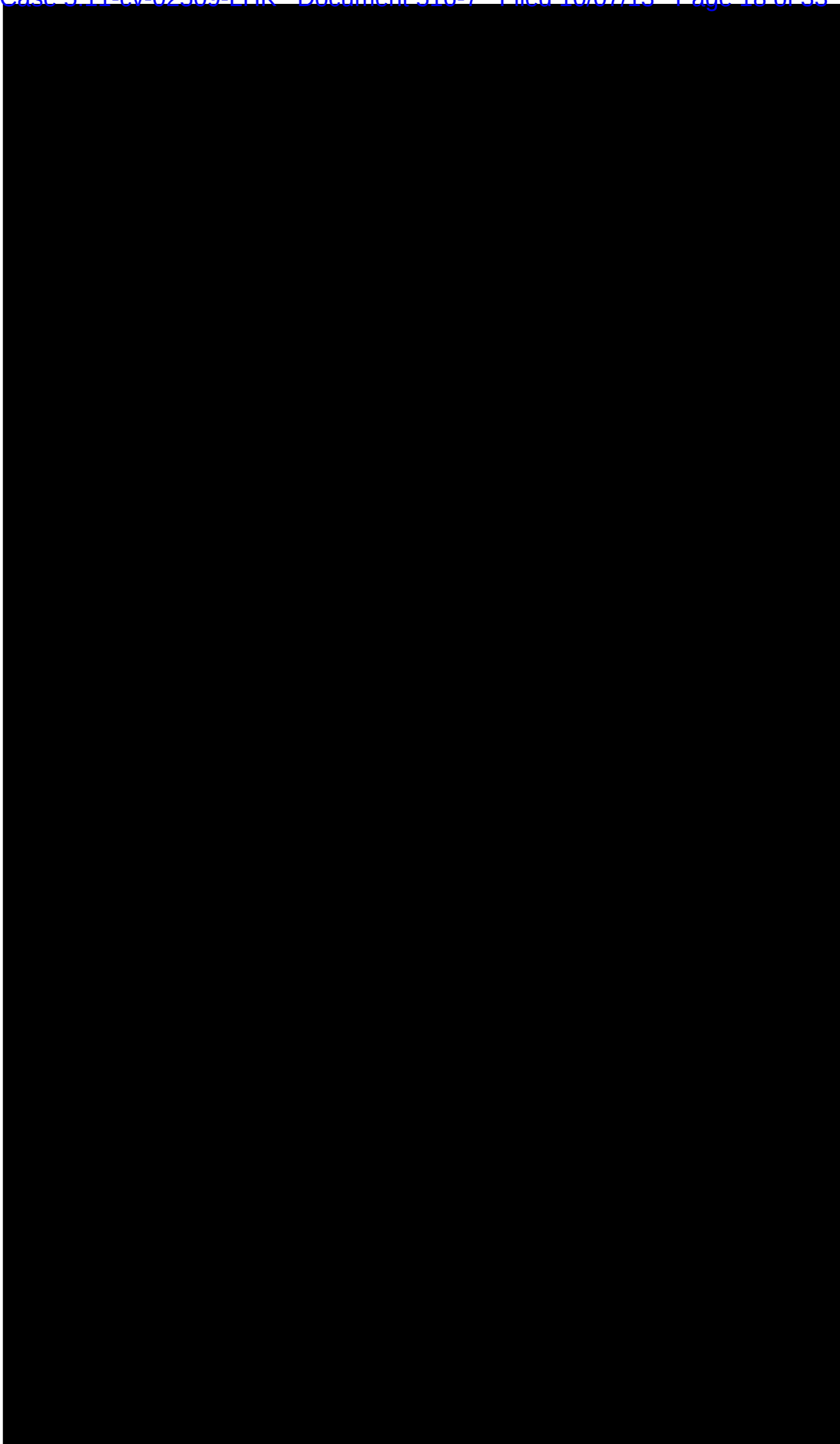
Google

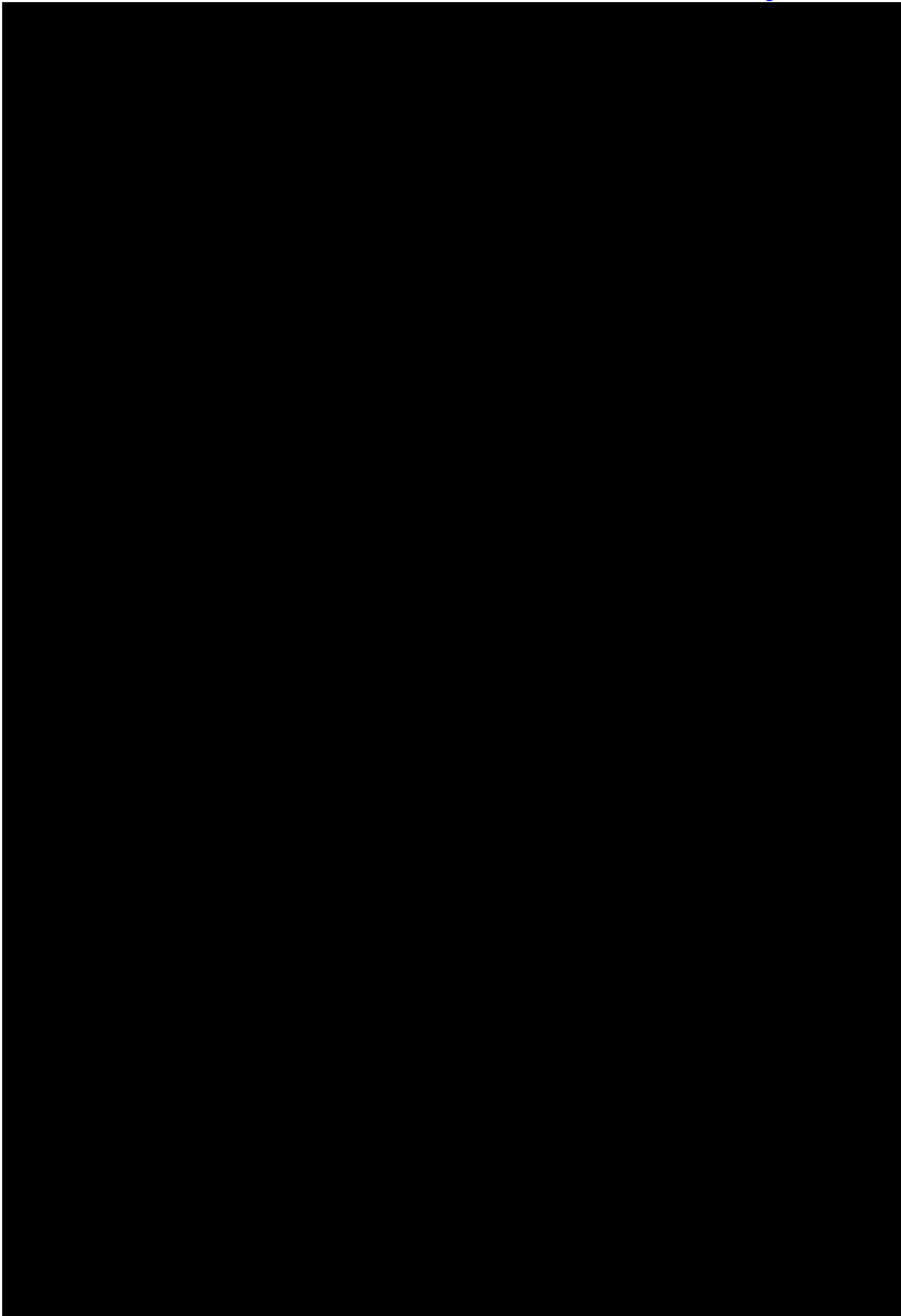
We grant equity



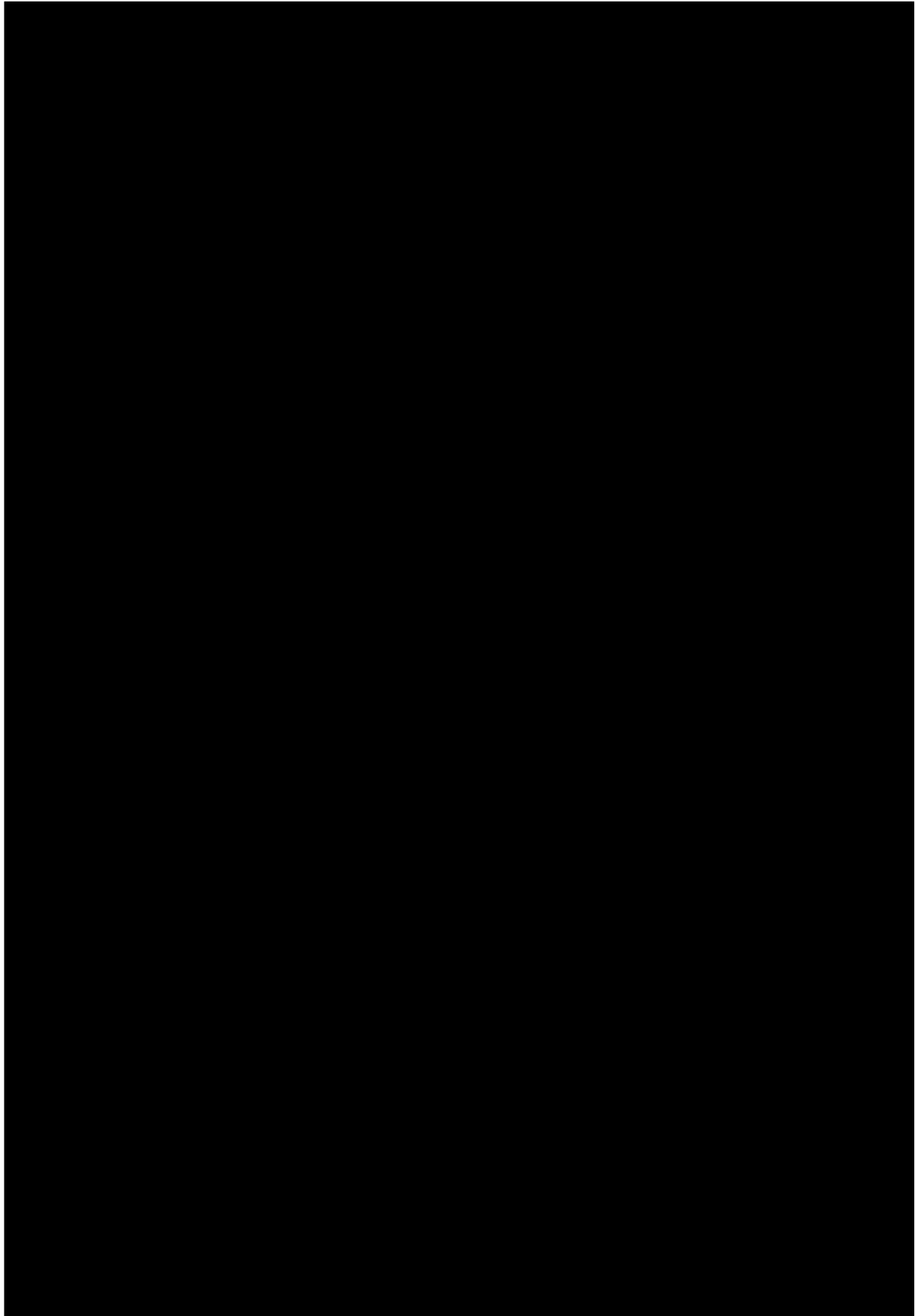
Google Stock Units (GSUs)

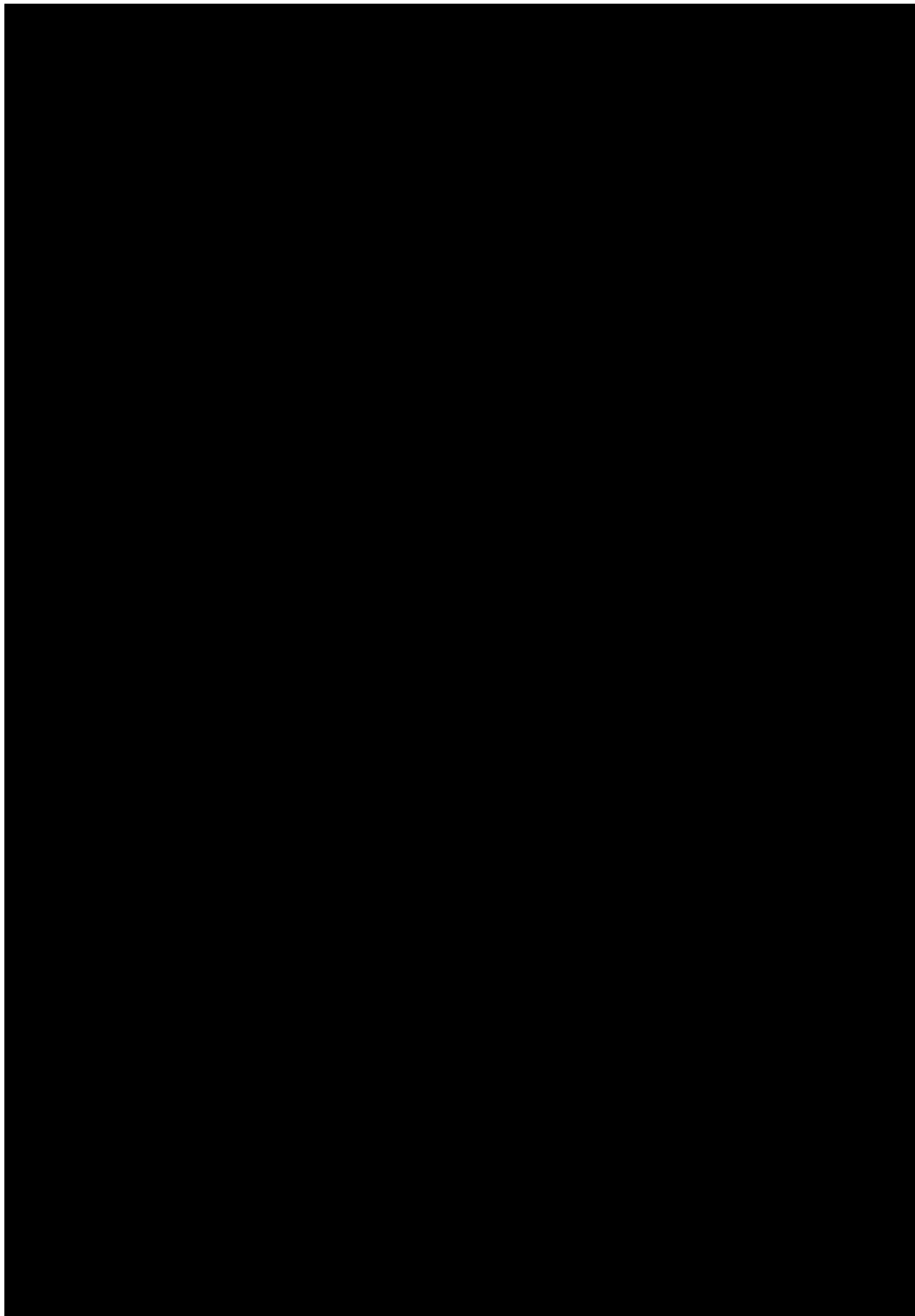
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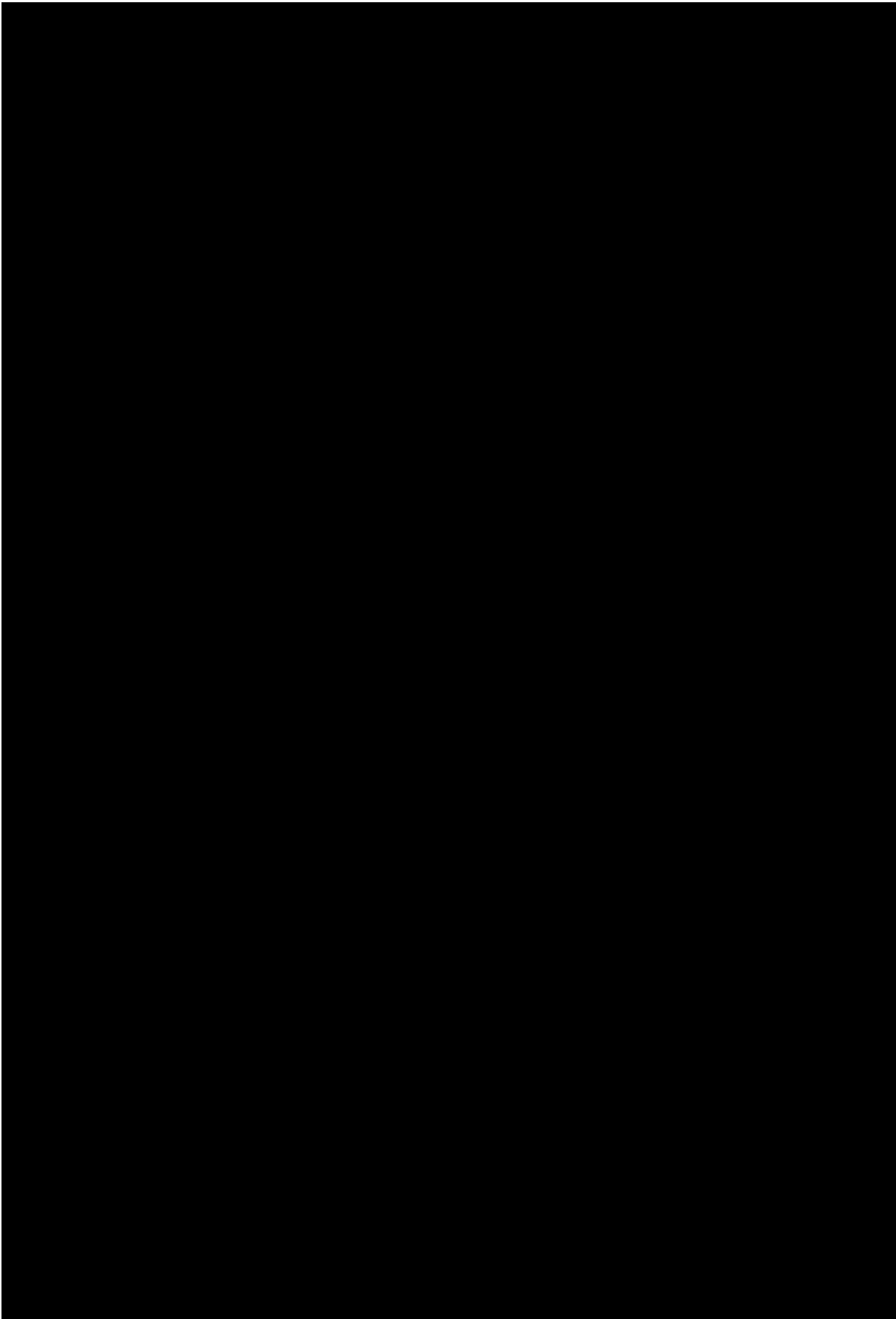




Google TSO Program





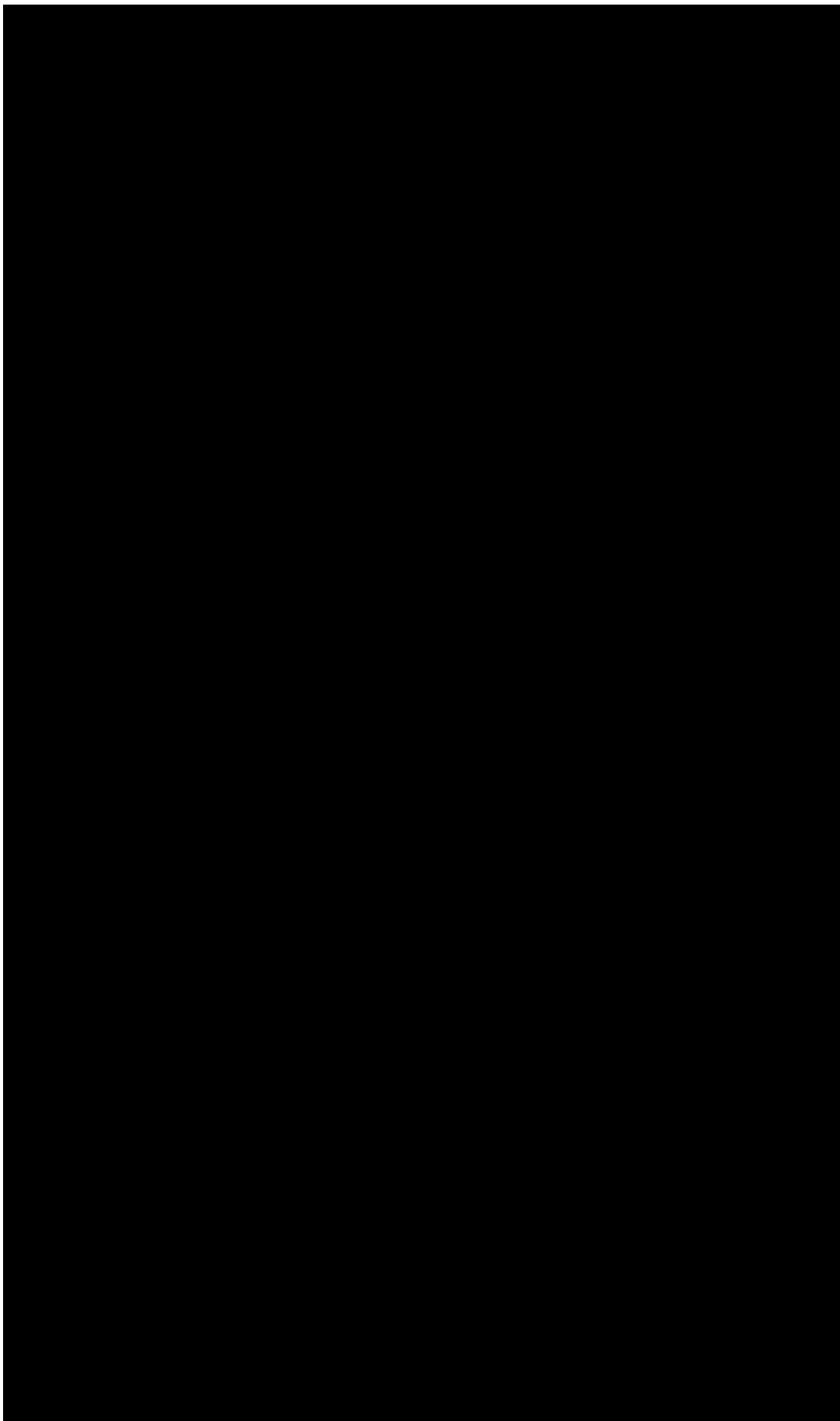


Proposing New Hire Compensation

Working with Compensation to Create and Extend Offers

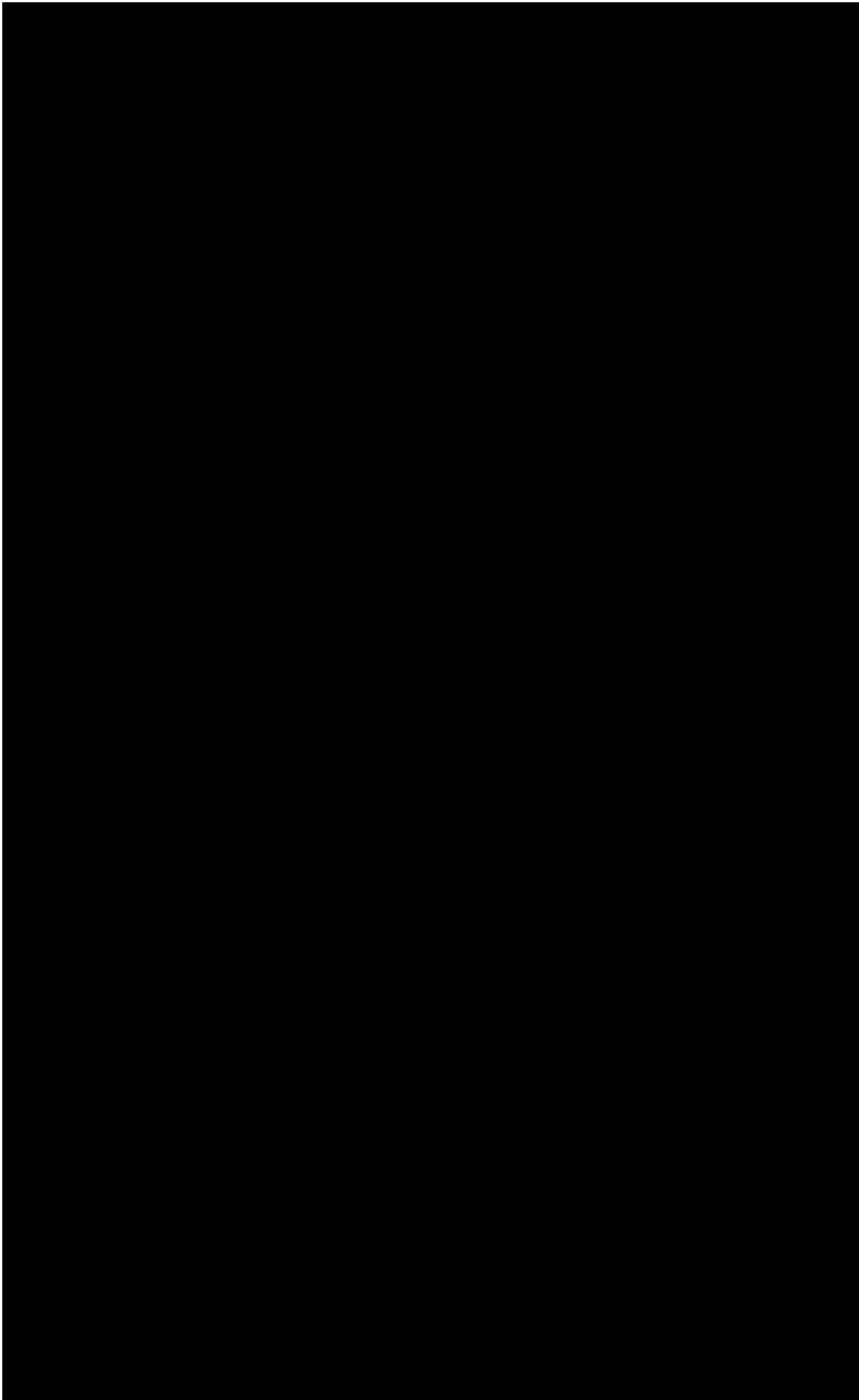
How Comp Review Fits In

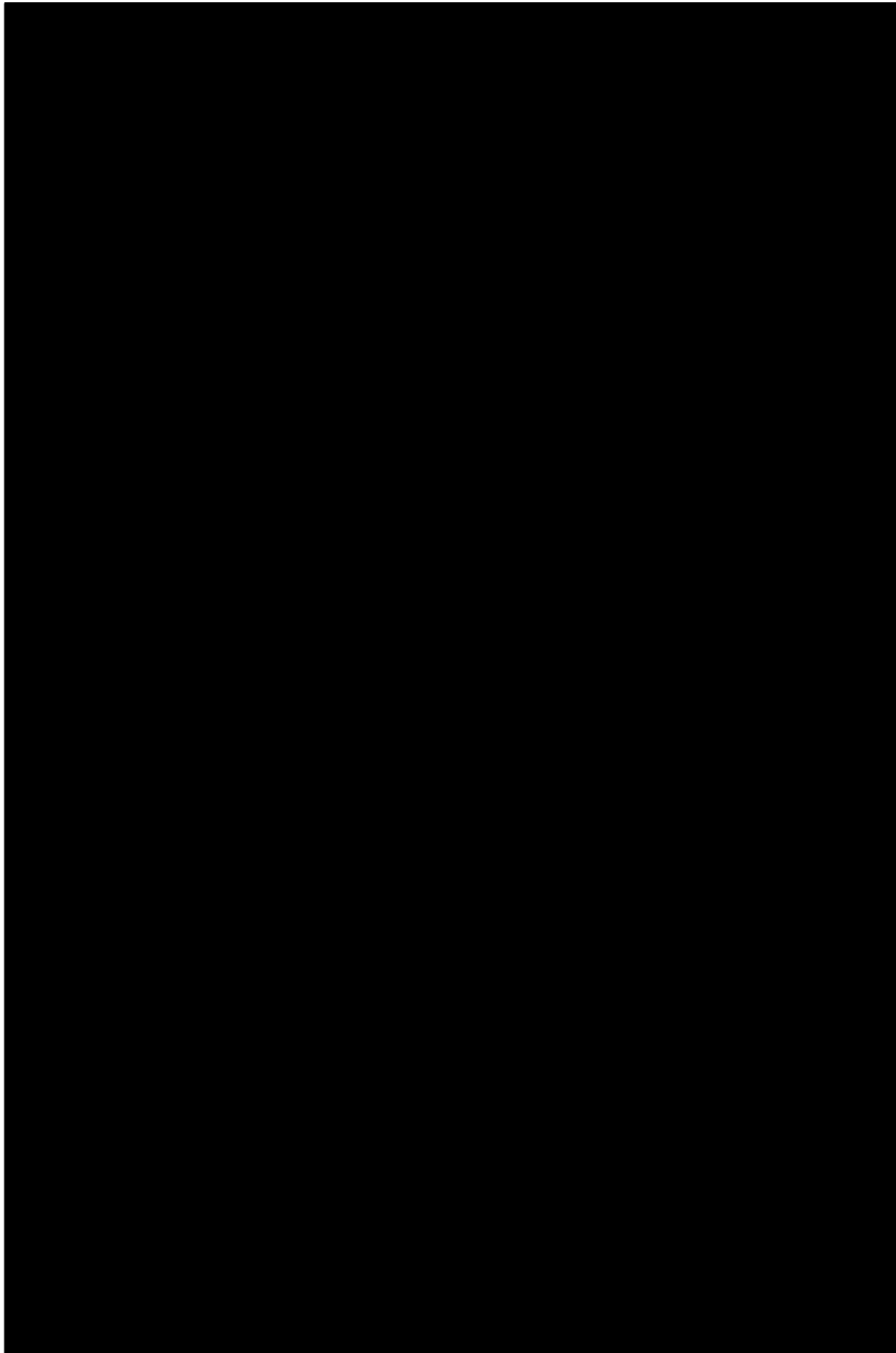
Google



The Hiring Process

Google





Selling Google Comp

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Talking about Compensation

Google

- For HR professionals, compensation is analytical; for many candidates, it's emotional
- Many candidates are fixated on base salary, viewing this as the only compensation element indicative of responsibility level, and accordingly may use base salary to chart progress in their careers
- It's important that candidates take into account the total compensation package and are also made aware of how Google pays relative to the market

[REDACTED]

- Some candidates express risk-aversion, claiming that they can't rely on variable compensation elements

[REDACTED]

- We've found that a few candidates tend embellish their current compensation figures;

[REDACTED]

Answering Candidates' Questions

Google

- Q: "Why am I taking a cut in base pay to come to Google?"

[REDACTED]

- Q: "Why should I value the equity when the stock price keeps falling?"

[REDACTED]

- Q: "My company offers a refresher program. What does Google offer and what can I expect?"

[REDACTED]

- Q: "Why is Google's refresher in options and not GSUs?"

[REDACTED]

- Q: "I'm expecting a 4% salary increase at the end of the year. What type of increase can I expect at Google?"

[REDACTED]

Answering Candidates' Questions (cont.)

Google

- Q: "Compared to my current company, [REDACTED]"

- Q: "I feel like the only thing I can count on is base salary, [REDACTED]"

- Q: "I'm working at a pre-IPO startup, [REDACTED]"

- Q: "If I take this offer, I'll be relocating to an area with a higher cost of living. It looks like my offer doesn't take this into account."

Tools and Resources

Google

- Access at [REDACTED]

- Available to Recruiters

- Access at [REDACTED]

Lead Recruiter Section on Staffing Web Page

- Links to new hire offer ranges
- Link to [REDACTED]
- Link to equity guidelines
- Access [here](#)

Compensation section on Recruiter Staffing Web Page

- List of active job codes

- Internal transfer policy

- Relocation guidelines (US)

Compensation webpage for Employees

- Go/compensation

Q&A